



Best Practices! Plant Tours! Presentations! It's Time for "Leading the Revolution," AME's Annual Conference October 31-November 4

You still have time to register for AME's Annual Conference, "Leading the Revolution," coming up October 31-November 4 in Boston. That's the good news. And more good news: You can register online for tours, and the sooner you register, the better your opportunities for getting your top selection. Awaiting you at Boston will be nearly 70 workshops and best practice presentations, 23 plant tour selections, six topnotch keynote speakers, and a variety of networking sessions.

Maximize your investment in our conference by bringing a team of participants from your organization — shared learning with speakers and tour hosts as well as fellow participants from other companies, and a great way to accelerate your "journey to world-class" performance within your organization. You will encounter excellence and innovation at work in many arenas at the Boston event: manufacturing practitioners sharing their learnings and ideas, with added presentations/sessions reflecting signifi-

Networking

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cant performance gains in health care, government, and other fields.

Listen and Learn: Five Value Streams of Presentations, Pre- and Post-Conference Workshops

Hear from folks sharing experience-based counsel and innovative improvement concepts, in our five value streams of presentations. You will learn about everything from lean innovation to agile manufacturing simulation, lean management process tools, and lean management with passion. Our value streams are: **Leadership, People, and Teams Make It Happen** — culture change for achieving and sustaining results through people; **Excellence** — leading and sustaining enterprise excellence discussed by organizations in the U.K., Asia, Australia, and the Americas; **Not Mainstream** — services, healthcare, government, military, etc.; **Technology Impact** — linking and leveraging the right tools; and **Lean Tools and Processes** — lean basics and tools for long-term improvement. Best practice presentations will be offered by speakers representing the HON Company, JDS Uniphase, Liebert Control Concepts, Baxter Healthcare, dj Orthopedics, Garrison Guitars, ESCO Corporation, Northrop Grumman-Newport News, Eastman Kodak Company, Canada Post Corporation, Autoliv North America, and many other organizations.

Pre- and post-conference workshops will provide you and your associates with practical information on a variety of topics, according to Program Chair Bob Hafey. Participate in sessions such as such as Six Sigma Leadership, Value Stream Management, Toyota Production System Overview, Lean Product Development, Intro to Lean

101, Intro to Lean 102 for Job Shops, Lean Office Simulation, Overall Equipment Effectiveness, and Lean in Healthcare

Thought Leaders: Our Keynote Presenters

Boston keynote presenters will share inspiring ideas for effective leadership in global markets. **Dr. James Womack**, president and founder of the Lean Enterprise Institute, will be a keynoter, in addition to **R. Gregg Brandyberry**, vice president, procurement global systems and operations, Glaxo-SmithKline; **Dr. Peter M. Senge**, founding chair of the council for the Society for Organizational Learning; **Steven J. Spear**, Institute for Healthcare Improvement; **Paula Marshall-Chapman**, CEO, The Bama Companies, Inc.; and **David C. Dingwall**, president & CEO, Royal Canadian Mint.

You've Gotta Get on the Tour Bus: Plant Tours

Sharing their experiences and progress reports, associates at 23 plant tour host facilities will talk with you about how to create "excellence in action" and keep the momentum going. A variety of manufacturing/operating environments will be open for your tour visit. For example, you'll learn first hand about improvements at tours such as **Invensys-Foxboro**, **The Gillette Company**, **the Smith & Nephew Inc. Endoscopy Division**, **Taco, Wattstopper**, and **Citronics Electronics**. Our tour lineup also includes the **Toyota Parts Distribution Center (PDC)** in Mansfield, MA; the tour highlights range from level distribution, to kaizen, visual performance charting, workplace organization, and working in 12-minute cycles.

Employees at tour site **Hewlett-**

Packard (HP) America's Software in Nashua, NH will show how to reduce customer leadtime to hours, reflecting a culture of continuous learning. **MKS Instruments** in Andover and Methuen, MA (global enterprise) and **Worcester Polytechnic Institute (WPI) Metals Institute**, Worcester, MA (state of the art metals manufacturing processes) are added tour opportunities.

Organization-wide lean commitment will be highlighted at **Nypro Inc.**, Clinton, MA. The employee-owned company is a provider of precision plastics injection molding, design, and engineering services and related contract manufacturing. Automated molding, clean room molding, Six Sigma design and production, a two-week tool building with a million-shot guarantee, and Nypro's customer-focused product development will be featured. You will see lean in action at the **Gorton's in Gloucester**, MA tour site. "We began a journey into lean thinking in 1998," said Jeff Whiteacre, operations, value stream manager. "Along the way, we have made dramatic improvements, as we continue to create value for our customers and eliminate 'muda' (waste)." Look for lean tools implementation, 5S, and kaizen events in action. The tour is designed to help the lean practitioner understand how lean is used throughout the entire supply chain.

A half-day tour will be offered at **Raytheon Company, Integrated Defense Systems, Portsmouth, RI**. Raytheon is one of the world's premier defense systems companies dedicated to providing mission systems solutions to the armed forces of the United States and its allies. **The Naval Systems Center (NIC)** is Raytheon's principal design, manufacturing, and test center for the Naval Integration Systems business. Employees use lean and Six

Sigma (6σ) tools on their continuous improvement journey, with applications in specialized sub-assemblies, advanced shipboard and underwater systems, and unique test capabilities. You will see examples of the visual factory under defense department procedures, 6S housekeeping, as well as real-time tracking of product schedule, quality measurement, and problem status.

Raytheon Company, Integrated Defense Systems, Woburn and Andover, MA will host an added tour. The Missile Defense Center (MDC) in Woburn and the Integrated Air Defense Center (IADC) in Andover are Raytheon's principal design, manufacturing, and test sites for the Missile Defense Systems business. Its state-of-the-art **Mission Defense Center Advanced Mission System Simulation Laboratory** has fully-integrated processing and display

capability. Engineers and mission planners track real-time performance of missile systems in the field; employees create realistic simulations of current and conceptual hardware and software capabilities. **The Integrated Air Defense Center** tour will reflect their continuous improvement approach, blending lean tools and Six Sigma culture — such as visual management, 6S housekeeping, and real-time process/product tracking, single-piece flow, and integrated supplier-managed inventory. "All of our tours will not only reveal what the organizations achieved, but how they got there. The tour choices we offer will be a worthwhile investment," said Ken McGuire, conference tours chair.

Share the Excellence!

You'll gain even more insights about improving your organization's global competitiveness by

networking with fellow manufacturing excellence practitioners — so take advantage of our conference networking sessions and social activities. Special interest sessions will be included in the event, according to Conference Chair Bill Baker.

Conference Marketing Chair Ken Rolfes added, "We have packed decades of AME practitioner learning experiences, best practices, and lessons learned about successful value creation into the Boston conference. Learn how leading companies get great results, build a culture to continuously improve results, and develop and keep a strong competitive position in global markets."

Register online for the AME Annual Conference at our website, www.ame.org or call the AME office at 224/232-5980.

Giving Customers What They Want

Many companies say that the customer is king but they fail to deliver on the basics, according to Patrick Barwise and Sean Meehan, authors of the book, *Simply Better: Winning and Keeping Customers by Delivering What Matters Most* (Harvard Business School Publishing, Boston,

MA, 2004). Offering something unique is not as important as meeting your customers' basic needs (reasonable expectations), the authors contend.

The authors suggest, for example, that companies think simplicity instead of sophistication. Ask whether you are satisfying your key

customers, whether you deliver for all customers, whether competitors offer the same benefits, and whether you regularly monitor your performance on critical benefits. Then if you're doing well, get over the urge to be unique — although it may seem to be exciting, it's not likely to drive your business success.

Conversation would be vastly improved by the constant use of four simple words: I do not know.

— Andre Maurois